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11 SEP 1972

MEMORANDUM FOR: Deputy Director for Science and Technology

SUBJECT: Techniques for Evaluation and
Productivity Measurement

REFERENCE: Inspector General Memorandum to
Executive Director-Comptroller dated
12 June 1972, Executive Registry 72941-3

1. Relevant techniques developed for the Office of Research and Development have generally fallen into two areas, those applicable to personnel and those associated with the attainment of R&D objectives. Problems in these areas are as follows:

a. A systematic Career Development Plan for technical personnel has not been in effect formally. The rapidly advancing areas of technology in which CIA maintains interest require existing expertise to be continually updated. The Career Service Panel has generated a new procedure this past year that will ameliorate the problem of measuring technical progress within a speciality. Progress in executing a preset plan jointly generated by the individual with his supervisor serves as the basis for judgment. Continuing performance evaluations which already exist thus are augmented both positively and negatively. In the case of the latter, poor performers would be given a formalized warning at the Office Director level. Correspondingly, a number of positive actions are available for rewarding outstanding performance beyond conventional pro forma procedures. It is hoped by this approach to identify visibly both "comers" and "goers" on a sustained basis and to furnish counseling at explicit points in careers.

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b. (1) A notable deficiency in R&D product quality measurement lies in ensuing or follow-up diffusion of technology to user groups. The establishment of the Technical Coordinating Committee (TCC) this year and its panels would appear to offer a first step toward a solution of this problem. The TCC panels will likely be able to define a matrix of quantitative and qualitative gap areas in the total Agency R&D program, within which specific actions may be defined and measured so as to measure how effectively they close particular gaps.


(2) Additionally, there is extensive review of major program areas by Standing Panels such as the Perry Panel, the IDA-JASON Panel, and other technical review groups of the community.

(3) The OPPB long-range plan is reviewed at several levels and with OMB to insure relevance of the program. There is an exhaustive review of quarterly actions which implement the Office plan by the Directorate. This is done on a substantive basis.

2. Finally, the procurement of R&D action items is subjected to continuing evaluation. The initial project approach and selection are intended to determine technical viability and to explicitly set goals at the Division level. An internal Office Contractor Selection Board also routinely assesses the action for form and substance. Deliverable items are specified in detail. A continuing CIS evaluation and monitoring process is carried out regarding CO and COTR responsibilities. Several media are available for follow-up dissemination of the product to user groups. For the last three processes, a number of new mechanisms are now being implemented to enhance measurement procedure in the Office.


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Director of Research and Development

TA/PP/ORD: 

- 8 September

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